

463-8827

---

# Leadership: Examining the Elusive

---

Foreword / v

*Gerald R. Firth*

Part I. Organizational Perspectives on the Work of Leaders / 1

1. The Culture of Schools / 3

*Terrence E. Deal*

2. The Leadership of Educational Clans / 16

*Robert G. Owens*

3. The School Principal: Scapegoat or the Last Great Hope? / 30

*David C. Dwyer, Bruce G. Barnett, and Ginny V. Lee*

Part II. Personal Perspectives on the Work of Leaders / 47

4. Leadership: A Change Agent's View / 49

*John Champlin*

5. Leadership: A Woman's View / 64

*June E. Gabler*

Part III. Perspectives on the Development of Leaders / 79

6. How Leaders' Minds Work / 81

*Pat Burke Guild*

7. Vision and the Work Life of Educational Leaders / 93

*Linda Tinelli Sbeive and Marian Beauchamp Schoenbeit*

8. The Conscience of Leadership / 105

*Thomas F. Green*

9. The Theoretical Basis for Cultural Leadership / 116

*Thomas J. Sergiovanni*

The Authors / 131

Reactor Panel / 134

ASCD Board of Directors / 135

ASCD Review Council / 140

ASCD Headquarters Staff / 141